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ABSTRACT

This publication provides businesses with information on the Missouri Customized Training Program (MCTP), which provides assistance to Missouri businesses in recruiting, training, and retraining of workers. It describes the two types of MCTP training: Skill Training and On-the-Job Training. Employee recruitment options are also discussed. Four case studies illustrate a few examples of how customized training works to promote private enterprise and create employment in Missouri: Fantasia Confections, a manufacturer of dessert creations; DST Systems, a producer of computer software programs; TG (U.S.A.) Corp, a manufacturer of automotive components; and Ford Motor Company/Hazelwood, an automobile manufacturer. Specific attention is paid to one of MCTP's most attractive features--the cost to the employer. Reimbursement and federal and state new job tax credits are discussed. Application information and addresses of local job training agencies in Missouri's 15 service delivery areas are provided. (YLB)

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Missouri Customized Training Program

Skills for Tomorrow's Work Force.

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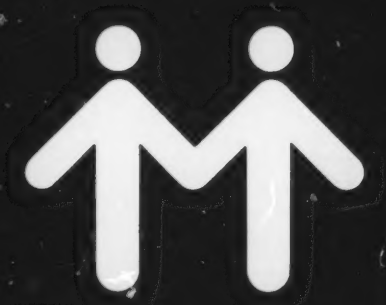

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MISSOURI
USES ITS RESOURCES
TO HELP YOU.

MISSOURI
AT WORK

When it comes to hiring skilled, experienced workers, companies have come to realize they can find the people they need, at competitive wages, in Missouri. Missourians have earned a reputation as hardworking employees who take pride in what they do. The Missouri workforce is also known for a willingness to improve skills through education and training.

Education, however, is a lifelong process. Today's changing technology and competitive pressures require new skills and procedures. To meet this challenge, the Missouri Division of Job Development and Training, the Department of Elementary and Secondary Education, the State's Private Industry Councils, and the Division of Employment Security offer the Missouri Customized Training Program. The program assists businesses in Missouri with recruiting, training and retraining of workers. As a result, employers can be readily provided with a highly skilled, competent work force, with minimal paperwork and reduced cost.

When should a business request program assistance:

- When it is new or expanding and creating new jobs in Missouri.
- When it needs to retrain existing employees as a result of substantial new capital investment.
- When it needs to retrain existing employees without substantial new capital investment, but as the result of the introduction of new products or services or to upgrade quality and/or to improve productivity.

TWO TYPES OF CUSTOMIZED TRAINING.

Missouri Customized Training Programs involve two types of training. With the help of job training specialists and vocational education instructors, you decide which training method fits your company's needs.

Skill Training puts your trainees in a classroom situation where instructors from local educational agencies, vendor trainers, or even your own employees, teach necessary skills. There are more than 80 different skill training sites available in Missouri. Choose from area vocational technical schools, community colleges, state colleges, universities and numerous private schools, or set up a classroom within your own place of business.

On-the-Job Training takes place at the work site. Trainees

EMPLOYEE RECRUITMENT OPTIONS.

become skilled on your own equipment in a program designed to quickly develop their potential. Employers can receive 50 percent of eligible trainee wages during an approved On-the-Job Training period.

Many employers choose a combination of Skill Training and On-the-Job Training. You help design the program that is right for your company. Once your Missouri Customized Training Program is in place, you may even want to develop an ongoing training program for new employees, or to train current employees in the use of new products, processes, equipment or technology.

Finding the right people is easy in Missouri. We'll work closely with your personnel department to recruit, screen and test potential trainees to fill your specific needs.

A state-wide Job Bank gives you access to a computerized system which matches qualified job applicants to job openings. We'll also help you develop job classifications, job specifications and interviewing techniques. You can put these skills to use if you screen your own trainee candidates at a community building, an area school, or one of the Employment Security Job Service field offices.

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MISSOURI'S CUSTOMIZED TRAINING PROGRAM PAYS OFF.

The following case studies illustrate a few examples of how Customized Training works to promote private enterprise and create employment in Missouri.

FANTASIA CONFECTIONS

Sedalia, Missouri
Manufacturer of dessert creations

To say that Fantasia Confections is a unique business in Missouri is almost an understatement. As a manufacturer of dessert creations, which encompass everything from cakes and pastries to chocolate mousse, Fantasia requires experience that is unavailable in most areas. As a result, the company began working with Customized Training as soon as it chose Missouri as the site for a new plant.

Leon Olivier, Vice President of Central Operations, explains that the 40-year-old San Francisco based company sells the majority of its products to airlines and exclusive hotel and motel chains. However, because most of the company's growth was coming from the eastern states and through a midwest distributor, Missouri was chosen for expansion via a new plant.

In all, 66 new employees were hired through the Customized Training Program. Once trainees had been screened and hired, On-the-Job Training was implemented to teach a variety of new skills, including mixing, baking, decorating and shipping. Other employees were taught to operate computers, scales and washers.

Because of the specialized knowledge required, Fantasia was permitted to use its own employees brought in from California as trainers.

However, the company also utilized training materials and videotapes produced by nearby State Fair Community College in the training program.

Through state and federal funds, Fantasia was then reimbursed for trainers' salaries, material and video production, and a portion of employee salaries.

After more than a year in business in Missouri, the company reports a very low turnover rate.

"I think Missouri's Customized Training Program is outstanding. It's a real inducement to look at the small towns in Missouri for expansion. It wasn't the only reason we chose to locate here, but with a lot of other things being equal, this program certainly tipped the scale in Missouri's favor."

Leon Olivier
Vice President of Central Operations

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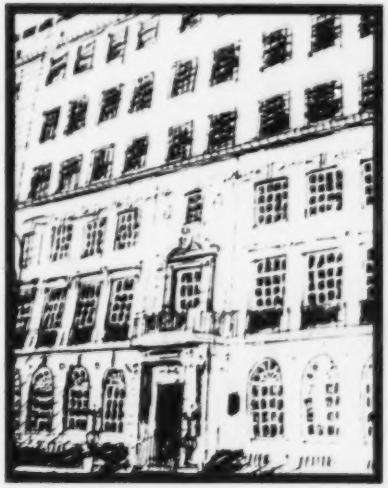


DST SYSTEMS

Kansas City, Missouri
Producer of computer software programs

While data processors are available on the job market, those who also have a working knowledge of banking and mutual funds are few and far between. Consequently, DST Systems has developed its own extensive training program to acquaint new employees with the business. That business, according to Joan Horan, Vice President of Human Resources, includes designing and developing computer software systems for large banks, insurance companies and financial institutions; and acting as a transfer agent for mutual funds.

DST screens and hires its own employees through newspaper advertising, high school and college graduate recruiting programs and employment agencies. However, due to the need for new employees to acquire an understanding of the stock market and mutual funds, DST has adopted an On-the-Job Training program through Customized Training. Each new employee spends approximately one week in DST's own classroom prior to assuming hands-on experience at the work station. The length of the training period varies with the individual job. During the approved On-the-Job Training period DST is reimbursed for a portion of each trainee's wages to offset supervisory time and reduced productivity.

"Since we don't require a lot of outside help, our interaction with Customized Training has been minimal. But from DST's perspective, On-the-Job Training has been a valuable asset to us and we appreciate it a great deal."

Joan Horan
Vice President of Human Resources

TG (U.S.A.) CORP.
Perryville, Missouri
Manufacturer of automotive components

Teaching a new trade is one thing, but teaching a totally new concept in manufacturing is quite another. That is the challenge the Japan-based Toyoda Gosei company faced when it expanded into Missouri in early 1987. As a manufacturer of plastic and rubber auto parts—including such components as steering wheels, dashboards and gears—the company chose its new location based on the proximity to automotive assembly plants.

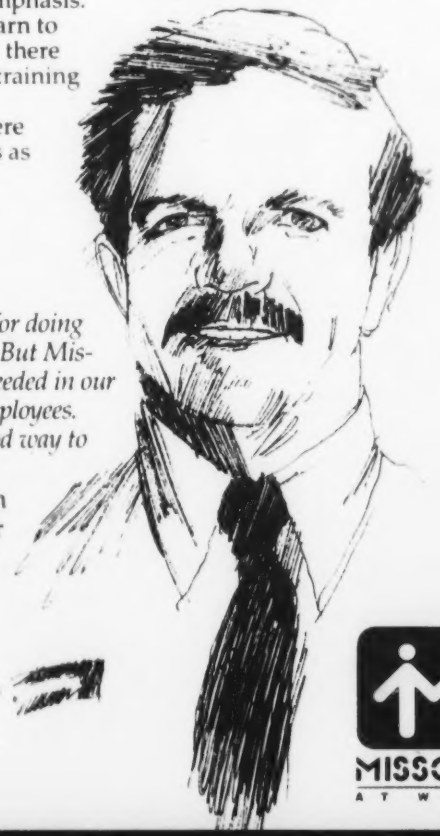
Glenn Graham, Plant Manager, explains that the Japanese approach to manufacturing is totally different from the American approach. Hence, the company's Customized Training Program involved more than learning job skills. It included training employees how to think and interact with other departments—with quality control receiving a major emphasis. Because employees must learn to perform more than one job, there is also a great deal of cross-training involved.

In all, 34 employees were hired and taught such skills as resin injection, welding and painting through classroom and on-the-job instruction. In some cases, company employees were even brought over from Japan to teach both concepts and skills. TG (U.S.A.) was then reimbursed for a portion of employee wages during the approved On-the-Job Training period.

Because the company envisions an even greater expansion over the next five years, the Customized Training Program will undoubtedly develop into an ongoing program.

"If the government had a program that would only pay for doing training a certain way, then it wouldn't do us any good. But Missouri's Customized Training gave us the flexibility we needed in our situation. They treated us the same way we treat our employees. That is, they trusted us to do our job. To me, this is a good way to spend our tax dollars."

Glenn Graham
Plant Manager



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FORD MOTOR COMPANY/ HAZELWOOD

Hazelwood, Missouri
Automobile manufacturer

New equipment demands new skills. So one of the first things Ford Motor Company did when it refurbished the Hazelwood, Missouri production plant was develop a training program through Customized Training.

Training took place both in the classroom and on-the-job.

Although some training began in 1983, when the plant changeover began, the most recent emphasis has been on teaching trade skills. As the plant was being converted over to produce the Ford Aerostar mini-vans, it was essentially gutted and retooled with state-of-the-art manufacturing equipment. Consequently, current employees had to be trained to operate, troubleshoot, service and repair machines with which they were not previously familiar. This process began with classroom evaluation, training, safety courses and a total quality control approach. Employees then "grew up" with the new machinery as it was being built and installed into the plant.

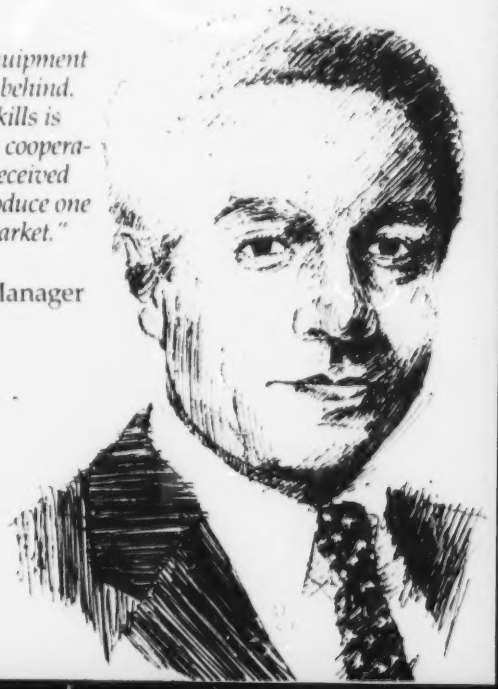
Skill Training was conducted both on-site and in classrooms at nearby West County Vocational Technical School. Here, employees learned to apply skills they already knew on specific types of machines. For example, trainees were often skilled as electricians or hydraulic/pneumatic specialists; however, they did not have experience on the types of machines being installed on the new assembly lines.

Following Skill Training, trainees were allowed to expand their knowledge through On-the-Job Training.

Because of the specialized nature of the program, trainers were provided by both Ford and the equipment manufacturers.

"With such heavy investments in equipment and salaries, training sometimes gets left behind. For Ford however, improving employee skills is often the key to staying in business. With cooperation from the State, our employees have received specialized training that enables us to produce one of the highest quality mini-vans on the market."

Rainey Crawford
Industrial Relations Manager



CUSTOMIZED TRAINING CUTS COSTS.

Perhaps the most attractive feature of Missouri Customized Training is the cost to you. Reimbursement can cover the following:

- Instructors' salaries.
- Instructional supplies (textbooks, workbooks, audio-visual tapes, etc.).
- Vendor trainers (used in curriculum development or as instructors).
- Training equipment (State retains title).
- Trainee wages (up to a maximum of 50 percent for all eligible trainees).

In addition, you may be eligible for these federal and state new job tax credits:

- A maximum federal tax credit of $4,500 for each trained individual you hire who meets guidelines under the Targeted Jobs Tax Credit Program.
- Credits may be taken for 10 consecutive years once claimed, but may vary from year to year depending on the number of jobs maintained throughout the period.
- Additional tax credits are available through Missouri's Enterprise Zone Program. New and expanding businesses located in an Enterprise Zone may receive up to a $1,200 credit for each new employee, and up to a $400 training credit for each new trainee who is a Zone resident or is considered unemployable.

Depending on the type of training and funding source, the employer may also be asked to contribute to the total program cost, either directly or with an in-kind contribution. Potential areas of contribution include: value of training space or equipment; salaries and benefits for professional, clerical or service personnel; supplies and raw materials used during training; or wages and benefits for trainees.

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MISSOURI AT WORK

HOW TO GET STARTED.

If you need an application, or just want to know more about Missouri Customized Training, call us at:

1-800-877-8698

(314-751-7896 outside Missouri)

or write:

Missouri
Customized Training
Program

P.O. Box 1742
Jefferson City, MO 65102

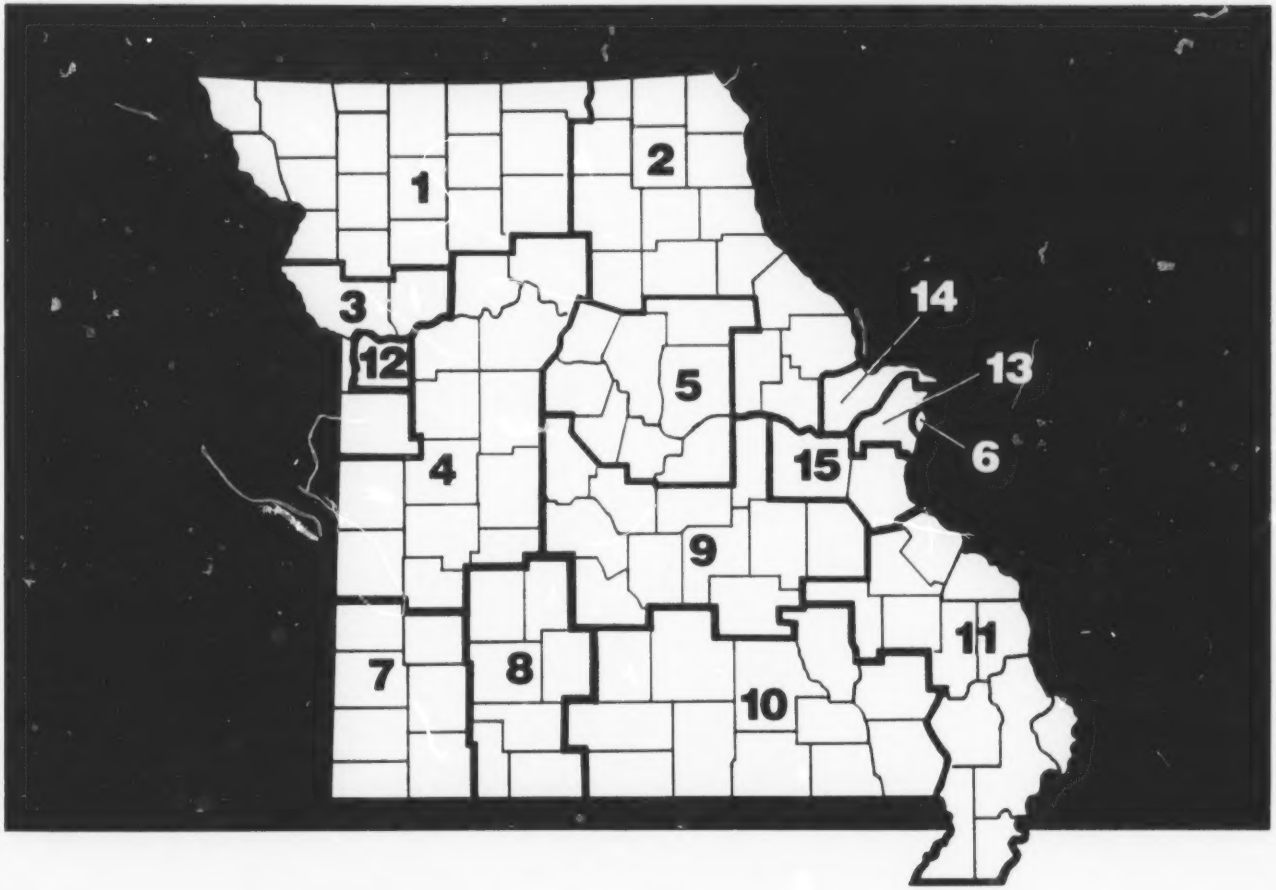
If your training program involves fewer than 10 employees, you should call your local job training agency listed on pages 14 and 15. Or you can contact your local vocational technical school or community college.

When your application is received it will be reviewed. Project approval will be based on:

- Jobs created.
- Jobs retained. The objective of Customized Training is the retention of qualified workers at the conclusion of training.
- Cost effectiveness, or reasonable cost per trainee. Past training costs have averaged $1,500 per person for On-the-Job Training.
- Employee's wages. The increased wage a person will receive as a result of Customized Training.
- Capital investments. Retraining of current employees is limited to manufacturing firms whose retraining is the result of substantial capital investments.

Once your project application is approved, a representative of Missouri Customized Training will help you plan and administer the implementation of your program.

MISSOURI JOB TRAINING PARTNERSHIP ACT SERVICE DELIVERY AREAS



MISSOURI'S SDA ADMINISTRATIVE ENTITIES

1 Area Job Training Partnership Administration
Service Delivery Area 1
912 Main Street
Trenton, Missouri 64683
(816) 359-3622

2 Mark Twain Regional Council of Governments
205 W. Dover, Box 37
Monroe City, Missouri 63456
(314) 735-4860

3 Full Employment Council, Inc.
1740 Paseo, Suite D
Kansas City, Missouri 64108
(816) 471-2330

4 Western Missouri Private Industry Council, Inc.
515 S. Kentucky
P.O. Box 701
Sedalia, Missouri 65302-0701
(816) 827-3722 or 827-3723

5 Private Industry Council SDA 5, Inc.
1411 Southwest Boulevard
Jefferson City, Missouri 65109
(314) 634-7325

6 St. Louis Agency for Training and Employment
317 N. 11th St., 4th Floor
St. Louis, Missouri 63101
(314) 241-4300

7 SDA 7 Private Industry Council, Inc.
211 Main Street, Suite 400
P.O. Box 1351
Joplin, Missouri 64802-1351
(417) 782-5872

8 Job Council of the Ozarks
201 South Campbell
P.O. Box 50720
Springfield, Missouri 65805-0720
(417) 869-1800

9 Central Ozarks Private Industry Council
604 West Sixth Street, Suite B
Rolla, Missouri 65401
(314) 364-7030

10 Ozark Action, Inc.
P.O. Box 588
West Plains, Missouri 65775
(Federal Express only: 710 E. Main)
(417) 256-6147

11 Southeast Missouri Private Industry Council
980 N. Kingshighway
Cape Girardeau, Missouri 63701
(314) 334-0990

12 Full Employment Council, Inc.
1740 Paseo, Suite D
Kansas City, Missouri 64108
(816) 471-2330

13 Department of Human Resources
121 South Meramec Avenue
P.O. Box 16911
Clayton, Missouri 63105
(314) 889-3453

14 Office of Employment & Training Programs
2115 Parkway Drive
St. Charles, Missouri 63301
(314) 447-6464 (local)
(314) 441-2422 (St. Louis area toll free)

15 Jefferson-Franklin Counties, Inc.
Highway 21 & First Street
P.O. Box 362
Hillsboro, Missouri 63050
(314) 789-3502

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